



Voluntary Protection Program Participant's Association (VPPPA) 16th Annual Conference Feature Issue



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“Soaring Beyond the Star” is the theme of this year’s Voluntary Protection Program Participants’ Association (VPPPA) Conference. More than 1500 representatives from leading companies in safety and health excellence are expected to participate in the 16th Annual Conference that will be held in Seattle, Washington, on August 28 - 31, 2000. The highlight of this four-day event will be an exchange of the latest best practices for workplace safety and health, and environmental protection. Featured speakers include Charles Jeffress, Assistant Secretary for the Occupational Safety and Health Administration and Bob Bigony, Senior Vice President of Motorola, Inc. The Department of Energy will sponsor presentations on safety excellence within security operations, an overview of corporate-wide successes with VPP, a session on maintaining VPP excellence through programmatic changes and a presentation on DOE’s Integrated Safety Management System and how it helps sites achieve VPP recognition.

What Is DOE-VPP?

The Department initiated the DOE Voluntary protection Program (DOE-VPP) in 1994 to encourage and publicly recognize excellence in occupational safety and health excellence through cooperative efforts among labor, management, and government at DOE contractor work sites. The DOE-VPP outlines areas where contractors and subcontractors can surpass basic compliance with DOE orders and encourages the “stretch for excellence” through systematic approaches that involve employees in the program.

Similar to OSHA's own VPP program, the successful implementation of DOE's VPP program has provided benefits to participating sites, including improved labor/management relations, reduced workplace injuries and illnesses, increased employee involvement, improved morale, reduced absenteeism, and public recognition. Additionally, it assures an equivalent process whereby we can compare our occupational safety and health achievements to the private sector, and builds and maintains DOE credibility outside the Department. The DOE-VPP Program provides an opportunity to both mentor and learn from the private sector, and provides positive public relations through direct interface with the private sector and organized labor.

Who Does it Serve?

The participants in the DOE-VPP are not the only ones who benefit from the program. Our experience shows that all DOE elements, both Federal and contractor organizations, as well as the communities surrounding our sites, the private sector and organized labor, benefit as a result of our contractors' participation in the program.

Clearly, our customers are the contractors organizations who have implemented the program and those who are considering or working toward implementation; however, the communities surrounding our work sites, the private sector and organized labor are primary stakeholders in this important Departmental effort, as well.

How Does VPP Impact the DOE?

The DOE-VPP was developed by using the Occupational Safety and Health Administration's (OSHA) VPP as a model. By adhering to similar goals, we have achieved compatibility to the alternative program already offered to the six and one-half million private sector workplaces by OSHA. Implementing and achieving VPP recognition in DOE is comparable to achieving VPP in the private sector. Thus, DOE-VPP provides us with direct comparability to the “best” companies in the private sector.

The Department's VPP links us to a common National program through the Voluntary Protection Programs Participants' Association (VPPPA). VPPPA is a non-profit organization of both private sector VPP members (Mobil, Dow, DuPont, etc.) and government members (DOE, OSHA, etc.). In turn, this aspect of the DOE-VPP provides DOE with credibility and an opportunity to both mentor and learn from the private sector. In addition, through agreement with the Department of Labor, the DOE-VPP provides an avenue for resource sharing: DOE federal staff members often help OSHA on their VPP evaluations. Importantly, DOE assistance with OSHA VPP evaluations provides positive public relations

through our direct interface with managers and workers in the private sector.

What Impact Can VPP Have on Your Site?

Participation in VPP on your site can have a tremendous impact on the safety and health of perhaps the site's most important resource — you. All six of the current sites that have achieved VPP status continue to see a steady improvement in their safety and health programs.

- Three year averages of Injury Rates and Lost Workdays at DOE-VPP sites continue to remain well below Bureau of Labor Statistics national averages for comparable sites in similar industries as well as DOE requirements for participation in the DOE-VPP program.
- WIPP site, the three year averages (1996 - 1998) for the Lost Work Day Injury Rate and Recordable Injury Incidence Rates were 0.6 and 1.38 compared to the Bureau of Labor Statistics Average for the Standard Industrial Classification (SIC) code of 4963 of 6.9 and 12.60, respectively.
- In another example, the effective partnership between DOE, MK-Ferguson/Jacobs Engineering and the Building and Construction Trades union, the Weldon Spring Site Remedial Action Project has also realized workday incidence rates that were well below the average rate for a similar operation in the private sector. Based on Bureau of Labor Statistics data, it is estimated the Weldon Spring Site is avoiding twenty lost time injury cases per year. This conservative figure is equivalent to a cost avoidance of approximately \$330,000 per year.

The Department of Energy believes that quality does not cost, but rather it saves. The dollar and cents return on investment is not where this program's real value lies. VPP participation results in a tangible impact on employee morale, productivity, facility pride, empowerment beyond safety and health, less downtime, more employee suggestion, less time for investigations, and more time for cooperation and less animosity between management and labor. It is truly a program that redefines the culture of an organization.

VPP is in essence the right thing to do, not only because workers are human beings and can be harmed in the course of their work, but also because they are creative, innovative individuals that can be inspired by their work. VPP unleashes the power of the workforce's collective wisdom and individual intellect to address challenges previously reserved for the domain of management. VPP enlightens the “beaten path” and aids us in finding bold new directions in areas far beyond safety and health.



“Integrated Safety Management/VPP — Striving for Excellence”

is the overall theme of presentations that will be made by Savannah River, Fluor Daniel Hanford, Idaho National Engineering and Environmental Laboratory (INEEL), and Fluor Daniel Fernald. Sharon Cornwell, Occupational Safety and Health Manager for Fluor Fernald will moderate these information sharing sessions:



The DOE Perspective — Why did DOE develop and mandate ISM; and what will it achieve for DOE? In this presentation, Roger Rollins, Director of Safety at DOE's **Savannah River Operations Office** will provide the Federal viewpoint of ISM and the interaction of this “corporate” safety system with his site's successful pursuit of VPP.

Visit www.srs.gov/ for more information on SAVANNAH RIVER OPERATIONS OFFICE's VPP effort.



Worker Involvement — “How does the worker benefit from an integrated system, and how do they get involved?” In this **Fluor Daniel Fernald** presentation, Bob Tabor, Labor Liaison and VPP Chairperson, contends that “without worker involvement in the field, the safety management system is a paper product, so the value of worker involvement is ownership in the development process, safe execution of the work, and opportunity for feedback and continuous improvement. Examples of this involvement include:

- Safety First Organizational Structure
- Feedback Systems (vertical and horizontal)
- Work Process Planning Using EWP
- Safety Work Groups
- Safety Management Walkthroughs
- Safety Advocate Participation in Accident Investigations
- Lessons Learned

Visit www.Fernald.gov/cleanupsupport/safety/vps.htm for more information on FLUOR DANIEL FERNALD's VPP effort.



Implementation Process — “Taking the best from the best and combining initiatives to create a balanced safety process” is the topic of a presentation by **INEEL's** Sharon Chivers, VPP Program Manager. Discussion points include:

- Marrying ISM and VPP to fit together hand-in-glove
- Listening to workers and offering opportunities for worker involvement
- Developing balance as the key
- Building on the best to create “excellence” preview this INEEL information sharing experience.

Visit www.hanford.gov/safety/vpp/vppage.htm for more information on IDAHO NATIONAL ENGINEERING & ENVIRONMENTAL LABORATORY's VPP effort.



Introduction on Integrated Safety Management (ISM) draws a correlation with the Safety Management System and principles of management commitment and worker involvement. Larry Olguin, Vice President, Project Support of **Fluor Daniel Hanford**, along with a “worker” representative will lead this presentation that features a dynamic group of panelists who will describe DOE's Integrated Safety Management System (ISMS). They will explain how ISMS and VPP work together as a cohesive unit and the importance of having a safety system in place — emphasizing that management systems need employee involvement to be effective.

Visit www.hanford.gov/safety/vpp/vppage.htm for more information on FLUOR DANIEL HANFORD's VPP effort.

DOE-VPP Conference Agenda

WORKSHOP TITLE	MODERATOR	SPEAKERS	DATE	TIME
Does Management Play A Key Role in VPP's Success	Carlos Coffman	John Schmerber, Linda Calderon, Gary Branich, Susan Anderson	August 29	8:30 - 10:00am
Interfacing Security with VPP	Dave Smith	Tom Martin, Lori Plummer, Eddie Magness	August 29	1:30 - 3:00 pm
Does Practice Make Perfect	Carlos Coffman	Bertha Cassingham, Jack Gilbert	August 30	10:30 - 12:00 Noon
ISM/VPP — Striving for Excellence	Sharon Cornwell (F/D)	Bob Tabor, Sharon Chivers, Larry Olguin, Roger Rollins	August 30	1:30 - 3:00 pm



“Interfacing Security With VPP”

is the focus of the presentation that will be made by **Wackenhut**

Services, Inc. at the 16th Annual VPPPA Conference. “Management Leadership” and “Employee Involvement” are identified as critical elements in the success of VPP implementation at Wackenhut. The following provides an overview of their Conference discussion to include how universal elements of VPP are applied to some of the unique challenges they face.

Some people believe that successful VPP implementation simply must be difficult (perhaps even impossible) within a paramilitary security organization because operating an armed protective force is so radically different.

However, WSI has long believed that successful VPP implementation is challenging *and* possible in *all* organizations – if we can achieve a measure of success (STAR status) in a paramilitary organization, *any* organization can be successful – with commitment and hard work.

WSI believes that Management Leadership and Employee Involvement – the cornerstones of successful VPP implementation – are the same wherever you go, regardless of the industry. In other words, no matter which organizations you compare, VPP implementation in those organizations will be more alike than different – the VPP elements are indeed universal. However, the combination of “challenges” we face in security vs. those encountered in manufacturing, transportation, *your industry*, or some new industry that has not yet been created are definitely different.

In the WSI organization, our challenges include the following:

- **Our mission of protection must be continuous – it can’t be put on hold.**

For example, during the Region IV VPPPA conference in June, we heard some facilities speak of what could be called a VPP stand-down – i.e., the entire manufacturing facility is shut down to allow *everyone* on that shift to meet with the Plant Manager at the same time, outside under a big tent. As costly as a plant shutdown is, with the Plant Manager’s approval, it can be done; and everyone who works on a given shift can be assembled in one place at one time to hear the Plant Manager’s message. Such events make quite a statement for Management Leadership!

However, in security operations like ours, we can *never* assemble everyone on one shift in one place at one time.

- **Rotating shiftwork schedules make employee involvement more difficult (but not impossible).**

Here’s another example from the Region IV VPPPA conference in June. We heard the representatives from one manufacturing facility that operates three fixed shifts daily explain how there is one employee safety committee

per shift and how that committee meets weekly. I envy that plant in a way because that approach, while very labor intensive, sounds relatively easy from the scheduling perspective.

With rotating 12-hour shifts that we have, you can pick any day of the week, and time of day for a recurring meeting (e.g., VPP Core Team meetings or the Monthly Safety Meetings), and you’ll always have many people who can’t make it (remember, only about a quarter of the Protective Force is on site at any one time). Were it not for the commitment of our employees (specifically our VPP Core Team members – who often attend meetings on their days off), we would not be able to conduct VPP business.

- **Our Protective Force members participate in on- and off-site Physical Training activities to meet physical fitness requirements.**

What does that really have to do with VPP? Good question.

Since protective Force members engage in ongoing Physical Training activities such as self-certified running off-site, we experience recordable injuries that just aren’t part of the “norm” in other industries, such as manufacturing. If you’re not in the security business, you probably haven’t had an employee who, running outdoors off-site, slips and falls on wet grass while running downhill and fractures his wrist. And you probably haven’t had the employee who turns up the speed on his home treadmill to a never-before-attempted speed, is momentarily distracted, and then falls off the end of the treadmill, tearing the calf muscle in his leg.

These situations illustrate the challenge of motivating employees to become actively involved in VPP – specifically, Worksite Analysis and Hazard Prevention and Control – when they are, in essence, independent workers.

Of course, we encounter the same challenge with other employees – for example, Law Enforcement officers who are patrolling the general site and rovers, who patrol smaller areas on foot or in vehicles.

- **We’re almost always tenants in the landlord’s facilities.**

All employees want to see unsafe, uncomfortable, or unsanitary facility conditions corrected as soon as possible. However, when you’re a tenant, the landlord doesn’t always share your view of the priority of *your* problems. The longer such conditions persist uncorrected (or with no evidence that *any* progress is being made), the more employees resist active participation in any safety-related activity, whether it’s VPP, behavior-based safety, etc. Obviously, that resistance runs counter to increasing employee

“We Think it will be applicable to many!” is

how Bertha Cassingham, **Westinghouse-Waste Isolation Pilot Plant** Voluntary Protection Program (WIPP-VPP) Coordinator, describes what they have to share at the upcoming annual Conference. She will talk about maintaining the VPP foundation through programmatic changes. “One of the areas we learned a lot about during preparation for our VPP recertification, was that a lot had changed at WIPP since our initial application in 1994 — including the basic mission which at the time had been research and development and scientific testing. A lot of the programs that our initial application had been based on were no longer applicable. So our application went “evergreen”. WIPP will talk about how this allowed them to define their current foundation, ensure it still met VPP requirements, and gave them a constant current reference from which to work. As a result, they were able to meet many new site challenges this year (opening and beginning mining again; and the establishment of the Center for Applied Repository and Underground Science (CARUS) project). These projects will be discussed through their implementation.

Jack Gilbert, DOE/CAO Waste Disposal Operations Team Leader, of DOE Carlsbad, will discuss applying principles to a realm (Mine Safety and Health Administration [MSHA]), that doesn't require OSHA, has different guidelines, but has resulted in a much stronger safety program, including WIPP being recognized as Mine Operator of the Year by MSHA, several years in a row for its safety record. The discussion will also include principles of ventilation, equipment design and review, mining (construction) planning, and large equipment usage in traffic areas.

Additionally, bids have been solicited for the site's new ES&H manager (whether Westinghouse retains the contract, or it goes to someone new — that person will be part of the turnover during annual Conference time). All bidders have been invited to send their ES&H manager, (if they get the bid), to the Conference to present how they plan to handle the turnover and keep VPP improving. These presentations will be a valuable resource to other companies for ideas on maintaining VPP status and requirements during mergers, acquisition, contract bids, etc.

Visit www.wipp.carlsbad.nm.us/wipp.htm for more information on WESTINGHOUSE-WASTE ISOLATION PILOT PLANT's VPP effort.

WIPP has a reputation for a TRIPLE CROWN of SAFETY Excellence based on the quality of the Westinghouse Waste Isolation Division's (WID) safety foundation and the resulting accomplishments:

- ★ ***Received VPP STAR status in 1994 and recertified at the STAR level in 1999***
- ★ ***Retained registration of its environmental management system under ISO 14001***
- ★ ***Received verification of its Integrated Safety Management System***

What is DOE-VPP (from page 2)

Employee participation and innovation, the very process of engaging the workers intellect, will reach-out and redefine every aspect of the work environment — impacting safety, health, productivity, morale, dedication and commitment.

How Can Your Site Apply?

The application process is the initial step for worksites with exemplary safety and health programs wishing to participate in the DOE-VPP. Application guidelines can be found in the DOE Program Guidance Document titled: Voluntary Protection Program - Part III: Application Guidelines - October 1994. In developing your application, you should:

1. Work closely with your Area or Operations Office to assemble your application package.
2. Clearly identify your company, the site, the date of submission, and the fact that this is a DOE-VPP application submission.

3. Review each certification sheet carefully. The submittals should be examples that demonstrate appropriate systems are in place.
4. Sign each certification sheet after you have assembled the requested information.
5. Submit the completed application to the Area or Operations Office.

After your application has been reviewed by DOE and found to be complete, an onsite review will be scheduled.

Where Can I Get More Information?

Your Area Office Point of Contact (POC) which you can find on the DOE VPP web site, can help you with any questions you have about self-assessment, the application, or other DOE-VPP participants as part of the Outreach Program or: <http://tis.eh.doe.gov/vpp>.

FEATURE: “DOE- VPP BEST

As part of its charter to promote and recognize safety and health program excellence and achievement, the DOE-VPP Team is looking for proven site work practices, approaches, innovative solutions, and program

WSSRAP/M.K. Ferguson

- ☒ Employee Involvement
- ☒ Worksite Analysis
- ☒ Hazard Prevention and Control

Time Out for Safety

The “Time Out for Safety” program empowers HOW individual workers perceive that there is a potential safety or health hazard associated with a task they are performing to stop work and take “time out for safety” without the fear of negative consequences. The program at WSSRAP is not formalized as a procedure, but is backed by a policy statement signed by DOE and Project Management Contractor managers. The success of “Time Out for Safety” can be attributed to the fact that the program was developed by the line workforce and supported by management. The right to take a “Time Out for Safety” is a topic at the site’s initial General Employee Training (GET) session and continually reinforced. “Time Out for Safety” is supported by both our union and non-union workforce and is instrumental in maintaining the safety culture at WSSRAP.

Visit www.em.doe.gov/wssrap/ for more information on WSSRAP’s VPP effort.

WIPP

- ☒ Worksite Analysis
- ☒ Hazard Prevention and Control

Lessons Learned

WIPP has developed a lessons learned program to ensure ongoing improvement of plant safety and reliability. The program provides disciplined and integrated process to identify, communicate, and ensure understanding by employees of applicable lessons learned information gleaned from government, industry, and WIPP operating experience.

Visit www.wipp.carlsbad.nm.us/wipp.htm for more information on WSSRAP’s VPP effort.

WACKENHUT SERVICES, INC. – Savannah River Site

- ☒ Management Leadership
- ☒ Employee Involvement
- ☒ Other [The Five Core Functions of the DOE ISMS]

The Wackenhut Integrated Safety Committee/ employee user groups evaluate proposed equipment

The Integrated Safety Committee (ISC) was created to provide a continuing review of the following: (1) WSI-SRS policies and practices relating to performance-based training (which includes the use of firearms, munitions, and related equipment) to ensure that an adequate level of safety and risk assessment is provided; (2) the creation or significant modification of permanent posts and fighting positions; and (3) the first time procurement of equipment (e.g., tactical vests, firearms, holsters, and uniforms), post equipment (e.g., portable x-ray equipment and hand-held detectors), office furniture (e.g., desks, chairs, stools, and computer workstations), and special use vehicles for specific applications. A cross-functional users’ group is a mix of nonsupervisory personnel representative of all anticipated users. An example of a users’ group evaluation is the proposed handgun change. A users’ group of 26 potentially affected employees, plus the Senior Armorer and Armorer, the Firearms Instructors, and the Senior Operational Safety Officer, evaluate a wide variety of handguns and make a recommendation to the ISC. This users’ group’s members varied in height, weight, sex, dominant hand (right or left), and hand size. After the evaluation, the users’ group’s recommendation was reviewed; and WSI is pursuing the purchase of the handgun the users’ group recommended.

Visit www.srs.gov/general/people/wackenhut/99-vppstar.htm for more information on WACKENHUT’s VPP effort.

PRACTICES" RESPONSES

models that can be shared and communicated with others across the complex. Do you have a best practice at your site that you would like featured in this newsletter? . . .

INEEL

Employee Involvement

Passport to Excellence

The Passport program is voluntary for all INEEL employees as well as DOE-ID employees. Three Passport booklets, one for foremen and above, one for LMITCO employees, and one for DOE-ID employees were distributed. Each booklet contains 25 activities of which the employees may choose 20 to complete. The activities range from participating in safety-related activities (such as the Safety Bowl, Safety EXPO, safety meetings, performing hazard assessments, participating in worksite analysis, etc.), environmental activities such as performing environmental assessments of their work areas and presenting Environmental topics at staff meetings, and activities that help make employees aware of procedures and processes that implement VPP and ISM programs (such as attending Company Safety team meetings, reading the Unit Charters, knowing their Unit goals and Action Plans).

Visit www.inel.gov/resources/vpp/ for more information on ENEEL's VPP effort.

FLUOR DANIEL HANFORD




Employee Involvement

Union Safety Representative (Hanford Atomic Metal Trade Council)

The M&I Contractor (FDH) in concert with the local union (HAMTC) and the Operations Office (RL) has established a union safety position within each company in the PHMC. These HAMTC Safety Reps, as they are called, have been instrumental in reducing the number of formal safety concerns by working issues to resolution at the lowest possible level. They have been very effective at the worker level with sorting safety concerns from union issues and helping develop an improved appreciation for safety. The HAMTC Safety Reps have been empowered to interact at all levels within PHMC and frequently work issues up the chair to the president's level at the various contractor companies. The seven Reps handled just over one thousand concerns in 1998 with an estimated cost avoidance of over three million dollars.

Visit www.hanford.gov/safety/vpp/vppage.htm for more information on HANFORD's VPP effort.

BECHTEL – Savannah River

-  Management Leadership
-  Employee Involvement
-  Worksite Analysis

SAFE-T Construction Safety Program

Bechtel Savannah River Construction Safety personnel have implemented a comprehensive Construction Safety Program at SRS which fully encompasses and promotes the five VPP tenets. An annual brochure is distributed to all employees that provides complete SRS VPP Program information, annual goals and milestones, key VPP contact information, and program implementation guidance. A notable example of BSRI's VPP program is the Self Awareness for Employees Team (S.A.F.E.-T.) Process. This tool is used to improve workplace safety through observation of work in progress. It involves a process of observing work being done, providing positive and negative feedback regarding observed work practices, and furnishing a forum for workers to anonymously provide comments to improve the overall safety program.

Visit www.srs.gov for more information on BECHTEL's VPP effort.

Have a best practice you would like to share?

DOE-VPP BEST PRACTICES:

E-mail it to us at:
David.Smith@eh.doe.gov
or
fax to
(301) 903-2239



MK-Ferguson Company

Project Management Contractor

Does Management play a key role in VPP's success?

Learn how Morrison Knudsen/Westinghouse management's involvement in VPP has played a major role in the company's successes throughout the DOE complex. Presentations will be made by John P. Schmerber, Vice President of Operations for the Federal Projects Division, Linda Calderon, Industrial Hygiene and Safety Manager at West Valley Nuclear Services, Gary Branich, Quality Assurance Engineer at the Weldon Spring Site Remedial Action Project, and Susan Anderson, the current chair of the Westinghouse Savannah River Site VPP Core Team.

Morrison Knudsen/Westinghouse has provided a strong corporate commitment to the VPP process. Before the DOE adopted VPP, the company had set the challenge and encouraged participation in the VPP through annual self surveys, a corporate worker protection policy, and goals for company VPP participation. The company established corporate VPP review teams and coordinated workshops for DOE contractor facility managers. This effort has led to four of the six DOE-VPP recognized sites being operated by the Morrison Knudsen/Westinghouse family.

This workshop will focus on the diversity of operations and methods used to visibly demonstrate management commitment. Weldon Spring Site Remedial Action Project is a construction project with a transient population that has used daily safe work planning meetings, safety walk downs with project superintendents and the VPP team to improve productivity. Westinghouse Savannah River Company is an extremely large and diverse organization that has developed avenues of communication, encouraged worker participation, and implemented a worker team, the Front Line Voices on Safety, to review safety initiatives like Job Hazard Analysis and Stop Work for practical implementation. West Valley Nuclear Services is a unique facility with joint responsibility by DOE and New York State to clean up a nuclear fuel reprocessing plant. The cooperative effort of management and employees participating routinely on committees and training activities, evaluations and work planning provide a unique relationship and management involvement across the complete range of safety programs and activities.

For more information on these sites, visit their websites at:

WEST VALLEY NUCLEAR SERVICES:
<http://www.wv.doe.gov>

WELDON SPRING SITE REMEDIAL ACTION PROJECT:
<http://www.em.doe.gov/wssrap>

SAVANNAH RIVER SITE:
<http://www.srs.gov>

West Valley Receives VPP Star Status

The U.S. Department of Energy (DOE) welcomed West Valley Nuclear Services (WVNS) at the West Valley Demonstration Project (WVDP) into the DOE Voluntary Protection Program (VPP) at the Star Level in February 2000. WVNS has demonstrated significant achievement and corporate commitment to safety and health program excellence that goes far beyond compliance. A DOE-VPP criteria for STAR certification during onsite evaluation of WVDP in November 1999.

U.S. Energy Secretary Bill Richardson awarded the DOE-VPP Star to West Valley Nuclear Services on May 5, 2000, at the West Valley Demonstration Project south of Buffalo, NY. In an award ceremony with DOE and New York State representatives, employees, and local congressional representatives, the Secretary presented the VPP flag to WVNS President Bob Campbell and Union President John Beltz.



Before the DOE-VPP flag raising ceremony, members of the WVNS Safety Success Team and other employees join in to celebrate with Dr. Carolyn Huntoon, DOE Assistant Secretary of Environmental Management, Barbara Mazurowski, and Joe Fitzgerald, DOE Assistant Secretary for Worker Health and Safety. Sue Welling, Chairman of the WVNS Off-the-Job Safety team (left) and WVNS Industrial Hygiene & Safety Manager Linda Calderon (right) assist with the flag.

Dr. Carolyn Huntoon, DOE's Assistant Secretary for Environmental Management, and Joe Fitzgerald, DOE's Assistant Secretary for Worker Health, presided over an afternoon flag raising ceremony with employees. While Union President John Beltz raised the VPP flag to employee applause, the VPP Star logo was unveiled on a nearby water tank. Afterward, employees were treated to a cake reception to celebrate this significant safety achievement.

In addition to helping the WVDP celebrate the Star status, Dr. Huntoon conducted a safety walkthrough of several areas of the West Valley facility. She observed working conditions, worker attitudes toward safety, and engaged in job-safety dialog with employees at the Project.

The safety walkthrough was the first Dr. Huntoon has conducted since she recently initiated an enhanced DOE safety program. Through the use of walkthroughs and a sustained interest in worker safety, Dr. Huntoon is encouraging the acceptance of a widespread commitment to safety in all levels at DOE facilities.

Improving the DOE-VPP Program Guidance

The Department of Energy Voluntary Protection Program (DOE-VPP) has been very successful since its inception in 1994 in encouraging and recognizing excellence in occupational safety and health protection. During this five-year operating period, the program guidance has been adjusted as a consequence of its application within the Department of Energy and a number of changes are being made to capture this learning experience and improve program implementation. Key improvements include:

Adding DOE Federal Facilities: The Occupational Safety and Health Administration (OSHA) has now extended the commercial sector version of their VPP to apply to Federal agencies. DOE has added clarifying language to its VPP guidance that encourages federal workers and managers to participate in OSHA's Voluntary Protection Programs for Federal agencies. DOE operations, such as government-owned, government-operated (GOGO) facilities, are encouraged to build and maintain excellent safety and health programs and to apply for recognition in OSHA's VPP for Federal Agencies.

Adding Hazardous Waste and Deactivation and Decommissioning (D&D) Sites: Experience in evaluating D&D and hazardous waste operations at DOE sites confirms that they do not require different approaches from traditional DOE operations. However, hazardous waste and D&D operations have transient workforces and rapidly changing environments that are similar to construction sites. Recognizing these conditions, additional guidance has been provided to aid these D&D activities in the application of the VPP principles to their work sites.

Providing Operable Units Provision: The DOE complex has many large work sites with collections of tenant operating contractors, many of whom operate autonomously. DOE VPP guidance now recognizes that these operable tenant units have a potential to qualify for DOE-VPP even though their host activity may not.

Integrating Radiation Safety: When the DOE-VPP was first developed, radiation safety was an integral part of the overall program. Accordingly, the guidance now

formally integrates radiation safety into the DOE-VPP program requirements.

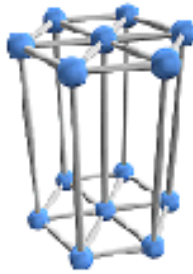
Requiring Integrated Safety Management: The Department of Energy has established a requirement for all operations to implement Integrated Safety Management (ISM). DOE-VPP program policy now requires that VPP applicants demonstrate verification of Phases I and II of their ISM systems before being recommended for recognition as a DOE-VPP work site. However, applications for the DOE-VPP may be submitted at any time.

Emphasizing Injury and Illness Rates and Other Performance Indicators: In the past, applicants were required to maintain injury rates below the average rate of the industry most comparable to their operations. However, the Standard Industrial Classifications (SIC) used in the commercial sector, often have little in common with DOE operations. Likewise, DOE experience has shown that differences in DOE sites make it difficult to meaningfully select a SIC for comparison. While DOE applicants will continue to be compared to current Bureau of Labor Statistics rates for comparable SIC codes (and expected to compare favorably), within DOE the guidance now no longer considers these comparisons on a strict "pass or fail" basis. Rather, emphasis will be placed on the quality of recording; the adequacy of trending, analysis, and response to noted trends and lessons learned. Equally important, and consistent with OSHA requirements, DOE will focus on illness data as well as on injury data.

Expanding Enforcement Actions Provisions: DOE requires that no VPP action is taken or decision is made if there are pending enforcement actions. Specifically, DOE requires that safety and health deficiencies and/or non-conformance with DOE Orders be adequately addressed by the Operations Office before recommending DOE-VPP approval. DOE now will also emphasize the importance of Price-Anderson Act (PAA) enforcement. DOE VPP guidance will clarify that DOE-VPP recognition will not be granted if a level I or II violation of that Act remains under enforcement. It further provides for the option of termination of DOE-VPP recognition after approval should PAA level I or II violations occur.

Beryllium Standard: 10 CFR 850 and VPP

Chronic beryllium disease (CBD) is caused by the body's immune system responding to beryllium particles embedded in the lungs of a percentage of our population who are exposed to the particles and have a certain genetic make-up. This seems to occur in 5-15 per cent of our population that breathes air that contains beryllium particles. These people's immune systems send "clean up" cells to surround and remove the particles, but instead the cells die and release their oxidizing contents which scars the lung tissue. Eventually, the scarring can spread and cause disability and shortened life. Early diagnosis and treatment can prevent additional scarring. Many of those with CBD who receive early treatment avoid the worst of these symptoms.



A comparison of how the Beryllium Rule requirements track with the VPP Tenets (Management Leadership, Employee Involvement, Worksite Analysis, Hazard Prevention and Control, and Safety and Health Training) is listed below. The regulation closely follows the format of OSHA's substance specific standards and incorporates the Voluntary Protection Program's five tenets. It requires employers to determine if beryllium is present, assess the hazard of any beryllium found, develop and implement a chronic beryllium disease prevention program to reduce and minimize exposures to beryllium, offer medical surveillance to workers with potential exposure and to offer medical removal and protection benefits to those showing signs or symptoms of CBD. It also established a beryllium exposure registry to accumulate data needed to better understand and control CBD in the future.

For more information on the DOE Chronic Beryllium Disease Protection Program, visit their website at:
<http://tis.eh.doe.gov/be/index.html-ssi>

Rule Tracks with VPP Tenets...

VPP Management Leadership:

- Published Notice, Rule, Guides
- Holding implementation workshops
- Evaluate programs after full implementation

VPP Employee Involvement:

- Employer must give notice to labor of developing CBDPP
- Requirements are regulatory, however
- Implementation details may be negotiated
- Employee may request respirator and protective clothing
- Medical surveillance and medical removal protection are voluntary

VPP Worksite Analysis

VPP Hazard Prevention and Control

VPP Safety and Health Training:

- Specific Program Requirements In body of the Rule

Innovations in Fire Safety Programs

The Department of Energy (DOE) fire protection community has been a leader in the development of cost-effective solutions to diverse safety issues. As a leader, it spans a spectrum that includes; the creation of fire safety program policies and procedures, inspection and testing of safety systems, the identification of needed assets for timely and effective emergency response, and the use of the Internet as a management tool.



The DOE is characterized by dozens of sites across the country which are managed by different contractors. Yet they all confront similar obligations regarding the development and documentation of fire safety directives and practices. Historically, DOE contractors would create program documents individually, without regard to what others were doing. This obviously wasteful practice has been replaced by one in which "model" fire safety documents have been posted on the DOE Fire Protection Web site for everyone to access and use. The documents include: a complete fire protection program manual; fire safety program inspection guidelines; fire protection system inspection, testing and maintenance procedures; sample fire hazards analyses, and fire department/brigade operating procedures. All are provided in a format that can be downloaded on a personal computer and are accessible via the Internet.

A typical DOE site features hundreds of buildings and, literally, thousands of fire safety systems. The costs of inspection, testing, and maintaining (IT&M) these systems is staggering. In an effort to reduce the financial burden of this obligation, the Department has implemented a program which has reevaluated the need for rigid conformance with National Fire Protection Association (NFPA) IT&M criteria, as documented in NFPA codes and standards. The results, based on documented statistics from five DOE sites, are substantial cost reductions with no significant adverse consequences on system operability and reliability.

Fire departments and brigades are often viewed as the U.S. cavalry was in movies about the "old west." Specifically, they always arrive "in the nick of time" with enough men to deal with any "threat." Unfortunately, emergency response in an industrial setting is often not as timely and effective. Today, it is more likely that assets (personnel, apparatus, equipment, training, etc.) are insufficient for credible fires and related events. This is especially true in an environment characterized by reduced budgets and management inattention. The DOE has responded to this phenomenon by developing a methodology for evaluating and delineating minimum "baseline" needs for its emergency services organizations for a spectrum of accident scenarios.

For more information on the DOE Fire Protection Program, visit EH's fire protection Website at: <http://www.tis.eh.doe.gov/fire/>

Improving Voluntary Protection Program (VPP) Dialogue Using Knowledge Management Techniques

Central to a successful Voluntary Protection Program (VPP) effort is the willingness to openly share and exchange lessons learned and best practices with other groups having similar interests. Such selfless “openness” enriches the experience and knowledge base for both givers and receivers of information. The key to perpetuating this activity is to engage a wide audience and to encourage active participation by all.

In that regard, EH's Office of Safety and Health is embarking on a effort to utilize the techniques of knowledge management to improve on the ways it captures, communicates and stores knowledge. It has been repeatedly demonstrated that by doing so in an organized and effective manner, the efficiency and usefulness of organization is greatly improved—both internally and externally to its customers.

So what is knowledge management and what is EH planning to do? There are several definitions of knowledge management in circulation. But the definition that says it best is: “Getting the right information, to the right person, at the right time in the right context.”

One key vehicle that EH will be using to encourage and promote active dialogue among the Department's Voluntary Protection Program participants and other interested parties is through the establishment of a Community of Practice for DOE-VPP.

Collaboration, innovation, and knowledge sharing are main attributes of Communities of Practice. Communities of Practice represent a group of individuals who are connected together by a common language (in this case that of VPP) and a common set of goals (e.g., achieving or maintaining VPP certification). EH is evaluating various software collaboration tools for establishing a virtual environment wherein these exchanges can take place efficiently and in an organized fashion. As soon as the tools are in place, EH will formally announce the initiation of the DOE-VPP Community of Practice along with the names of discussion group moderators to assist you in getting started. Your participation is vital, since it will only work if we establish active dialogue in an open and trusting environment.

It is the ultimate goal to have EH-5 moderators seek to “capture” or mine useful nuggets of information for archiving and making it available to all users for easy search and reference at any time. This activity will form the basis for instituting a true knowledge management project. It represents a natural next-step transition to harvest useful knowledge from the various information exchanges occurring.

You are invited to stay tuned for this exciting new development. Once underway, the DOE-VPP Community of Practice will give all of us a chance to assist others with what we know and we may even learn something ourselves.

Interfacing Security with VPP *(continued from page 4)*

involvement. Therefore, management leadership is essential to ensure that successful interaction/integration occurs between the landlord and tenant.

- **The potentially high-risk nature of our Protective Force activities make *Worksite Analysis and Safety and Health Training* critically important.**

Since a large portion of our Protective Force is armed, we operate helicopters and a boat patrol on the Savannah River, and conduct a variety of security operations in a variety of locations across the site, we have to develop a wide range of special training classes and employee performance tests. Each training lesson plan that requires trainees to demonstrate some physical performance must have its own risk assessment identifying the hazards and controls for each identified training step. In addition, for those tasks that have the potential to be high risk, a Risk Assessment Code must be developed.

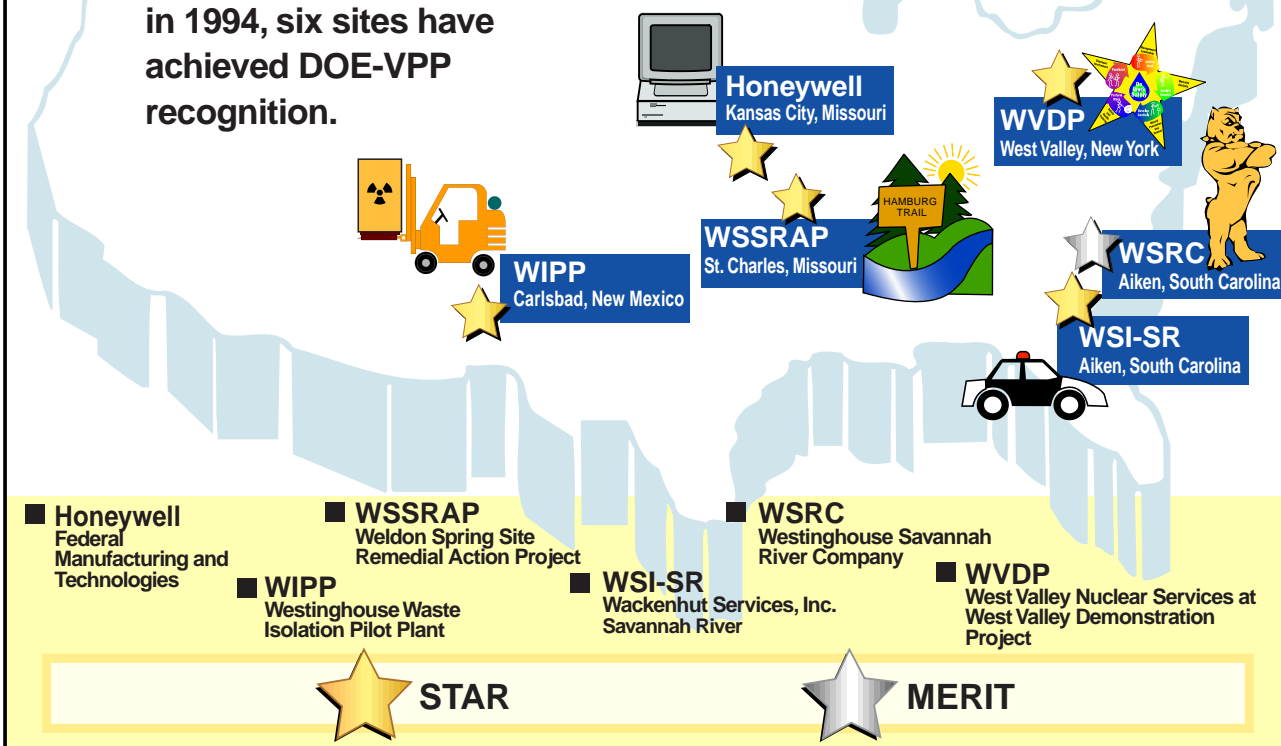
- **Because of the potentially high-risk nature of many security operations, *Stop-Work Authority* is probably a more constant topic of discussion in the security industry than in some other industries.**

“CEASE FIRE!” is a Stop-Work concept that is associated with firing weapons, and it is certainly a familiar concept on WSI firing ranges. However, firing ranges are not the only places where imminent danger situations can arise. Therefore, as employees’ awareness of Stop-Work Authority increases and their hazard recognition skills increase, they will become increasingly comfortable with their Stop-Work authority and willing to initiate a Stop-Work on any work process, even those of other employers, whether or not the situations actually present an imminent danger. Clearly, the right balance must be struck – management must sincerely and conspicuously support Stop-Work authority and yet Stop-Work authority must be exercised judiciously.

For more information about Wackenhut Services, Inc., please visit our website at: <http://www.wackenhutservices.com>

DOE-VPP Sites

Since program inception in 1994, six sites have achieved DOE-VPP recognition.



Safety Alert on Cleaning Grills

A serious and potentially critical safety incident occurred as a result of a commonly used grill cleaning tool. A strand of wire from a wire brush used to clean a grill had been left on the cooking surface and stuck to one of the hamburgers that was being grilled. Consequently, the child that took the potentially life threatening bite of this hamburger required serious medical care. The fine wire initially lay across her esophagus below the epiglottis and was going to require a 20 minute surgical procedure. However, the wire disappeared and through various specialists and a six hour procedure the wire that had pushed through the esophagus in several locations and caused bleeding around the esophagus was located and removed.

Lessons Learned:

1. If you use a wire brush to clean your grill make sure you:
 - a. Wipe the grill off with a cloth, paper towel or something else before using it
 - b. Inspect the underside of the lid to make sure that no strands of wire are stuck to the underside of the lid.
2. Best practice is not to use a wire brush for cleaning. Some individuals use a paint scraper or putty knife to clean the grill.
3. Don't take it upon yourself to transport anyone who is in need of, or whom you suspect is in need of, serious medical care. In this case, had the wire been lodged above her epiglottis and dislodged, the girl could have inhaled the wire into her lung and caused a potentially life threatening situation. Also, if the wire, while in her neck, had pierced her carotid artery this would have posed a different life threatening situation, each calling for immediate medical attention.

Rule of thumb: in medical emergencies, get medical help immediately.